

FUCHS GROUP

Capital Market Day 2019

| June 25, 2019



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FUCHS2025

An Exciting Journey

| June 25, 2019
| Stefan Fuchs, CEO



FUCHS2025 Journey

Why?

We reached a size of 2.5 bn EUR with a complex organization but we are missing some global standards.

To continue being successful means:

- We will maintain the successful elements of the FUCHS DNA.
- To a certain extent, we have to leave our comfort zone to explore new opportunities.
- We aim to become more agile, communicate free of hierarchies, have an open feedback culture and share more information.

Three Key Elements

CULTURE needs strong

- Leadership – put words into action!
- Compelling change story
- Collaboration

2018

ACT GLOBAL!

2025

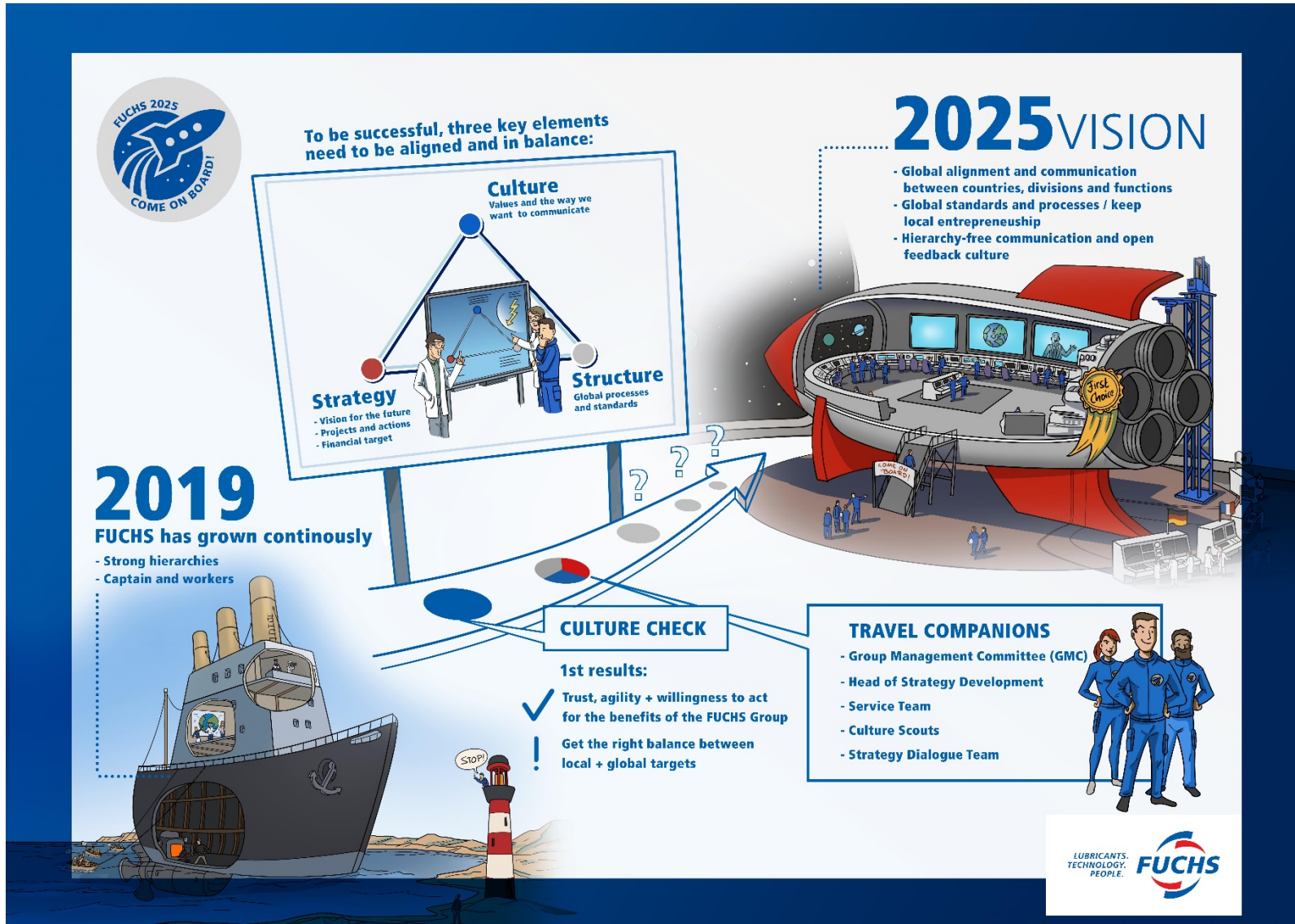
STRATEGY needs a clear

- Vision
- FUCHS2025 roadmap
- Local implementation

STRUCTURE needs robust

- Standard processes
- IT & SC integration
- Global organization

FUCHS2025 – Poster #1



FUCHS2025 – Poster #2



FUCHS2025 – Vision



Unique company culture with family roots and a strong value foundation. An independent, global thinking and agile company communicating free of hierarchies & practicing an open feedback culture.

High performance organization driven to continuously improve and adapt to technology and market changes.

Know-how and state of the art technology linked with top service are a matter of course.

Customer focus and proximity around the globe.

Global alignment and communication with no friction within the matrix.

First choice for our global stakeholders: investors, employees, customers, suppliers etc.

Sustainable and successful global business model.

Act global

Based on our global standards and processes our employees act global while we keep the local entrepreneurship with strong local teams.

FUCHS GROUP

Investment Initiative

| June 25, 2019

| Dagmar Steinert, CFO



Growth initiative



5,500
employees
+50% during the
last 10 years



€50+ mn R&D
expenses p.a.
x2 during the last 10
years



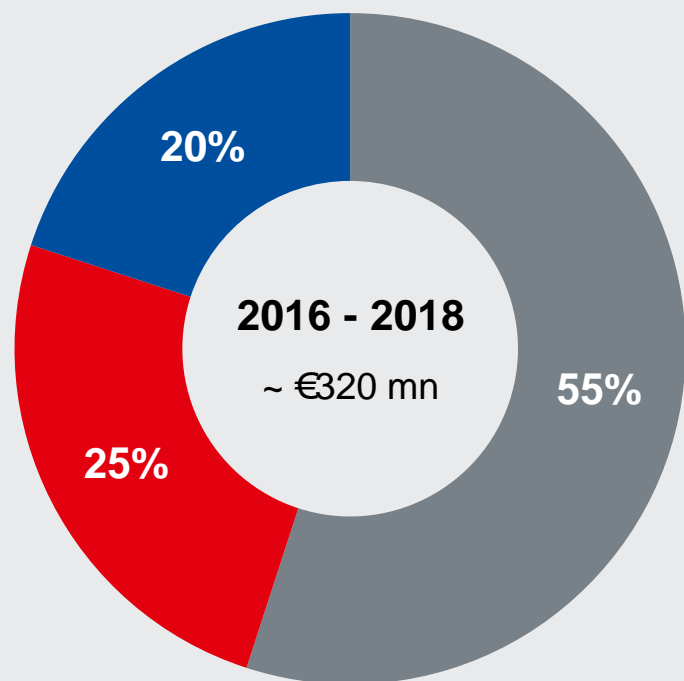
€700+ mn
capex
2016-2021



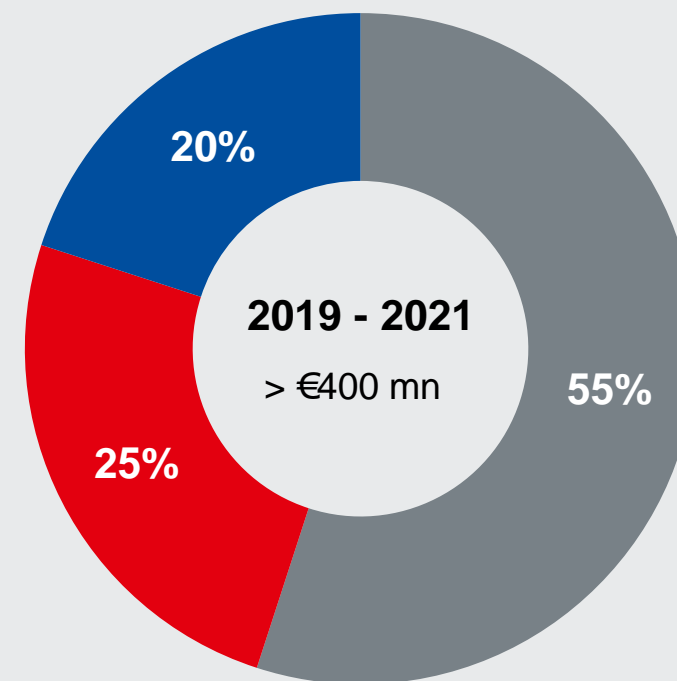
Global IT
processes

Investment initiative

Regional breakdown



■ Europe ■ Asia-Pacific, Africa ■ Americas



■ EMEA ■ Asia-Pacific ■ Americas

Investment initiative

Larger projects overview 2016 - 2018

Europe

Mannheim	production expansion test field land acquisition
Kaiserslautern	production expansion office space high rack warehouse
UK	production expansion office space
Poland	storage production expansion
Sweden	start of construction of new plant

Asia-Pacific, Africa

China	new plant in Wujiang
Australia	new plant in Beresfield, Newcastle
South Africa	grease plant

Americas

USA	3C Greases Plant Chicago Chicago production expansion and modernization Kansas City plant upgrade Huntington plant upgrade
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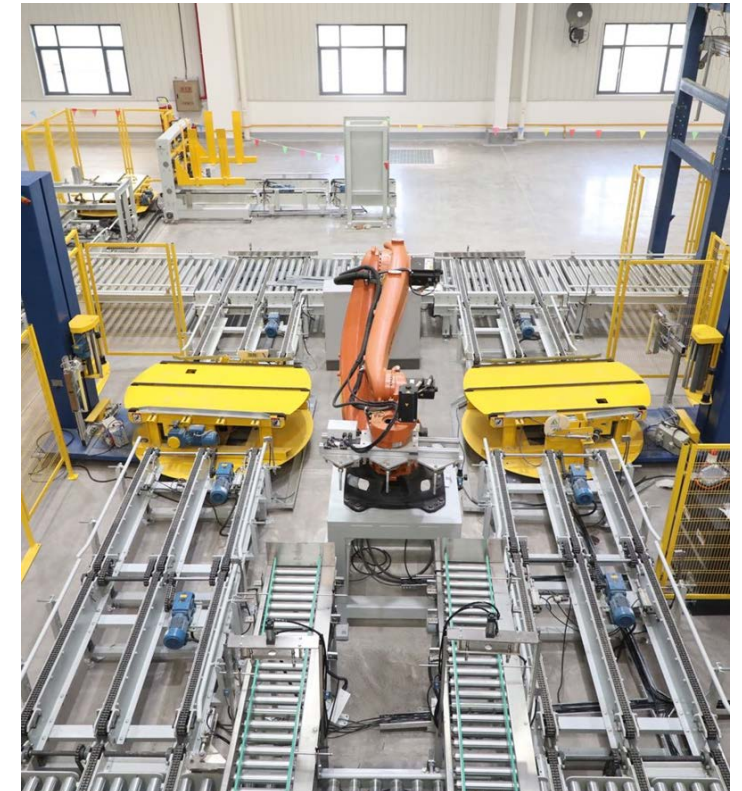
Investment initiative

Australia: Beresfield (Newcastle) - New plant (2018)



Investment initiative

China: WuJiang (Shanghai) - New plant (2019)



Investment initiative

Larger projects overview 2019 - 2021

EMEA

Mannheim	production expansion new office building holding high rack warehouse
Kiel	production expansion warehouse
Kaiserslautern	PU grease plant
Sweden	new plant
Russia	production expansion
UK	raw material warehouse
Poland	grease production expansion

Asia-Pacific

China	Shanghai office building, Yingkou grease production expansion Yingkou 3C grease plant
Australia	Melbourne plant expansion
India	production expansion

Americas

USA	Chicago prod. upgrade & expansion Kansas City upgrade, Huntington plant upgrade
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Investment initiative

Germany: Mannheim (2019 - 2021)

FUCHS PETROLUB SE
Office building

FUCHS SCHMIERSTOFFE GMBH
High rack warehouse for raw
materials



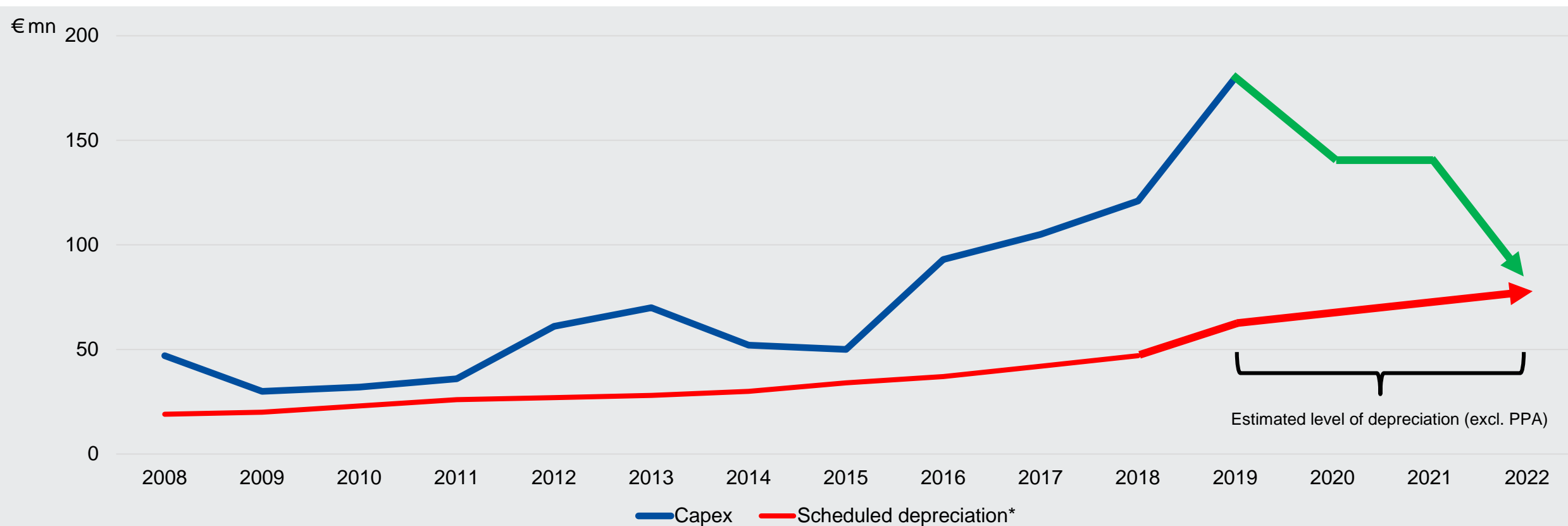
Investment initiative

Germany: Kaiserslautern - Plant expansion (2019)



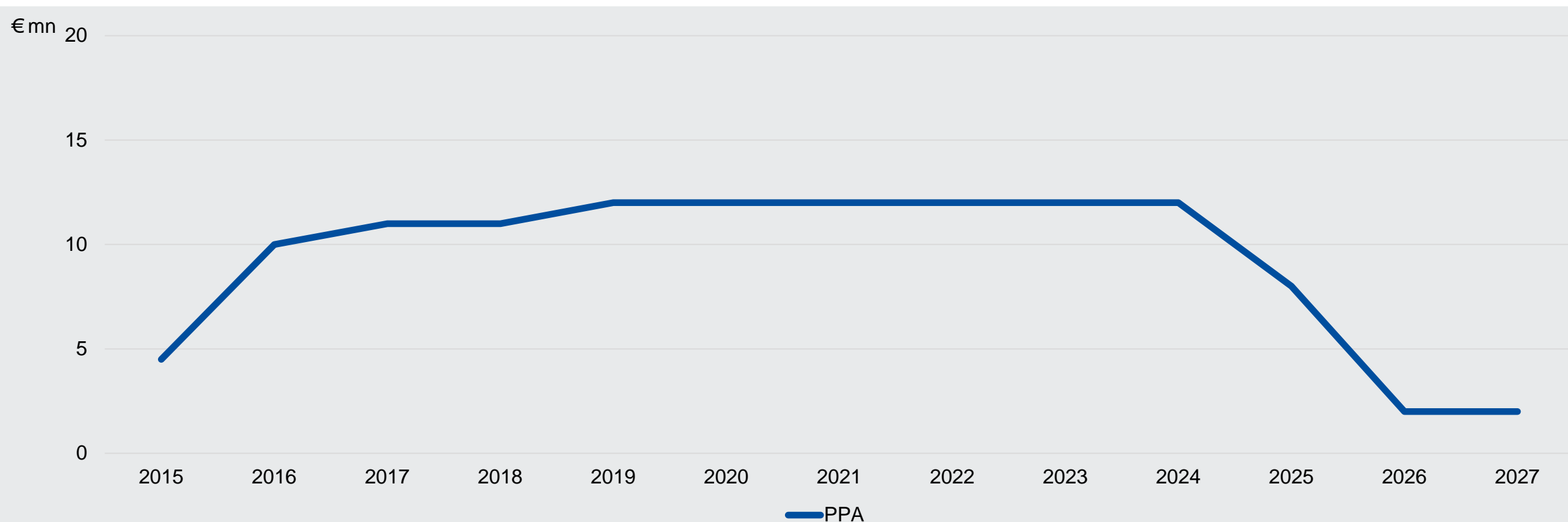
Investment initiative

Capex 2016-2021 €700+ mn



In 2022 maintenance capex amounting to the level of depreciation

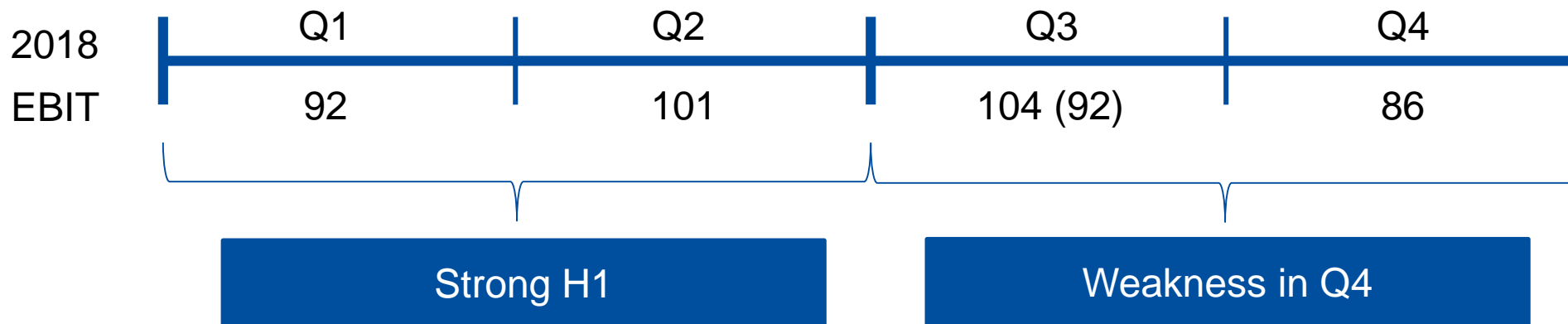
Development amortisation PPA*



Investment Initiative Financial Highlights

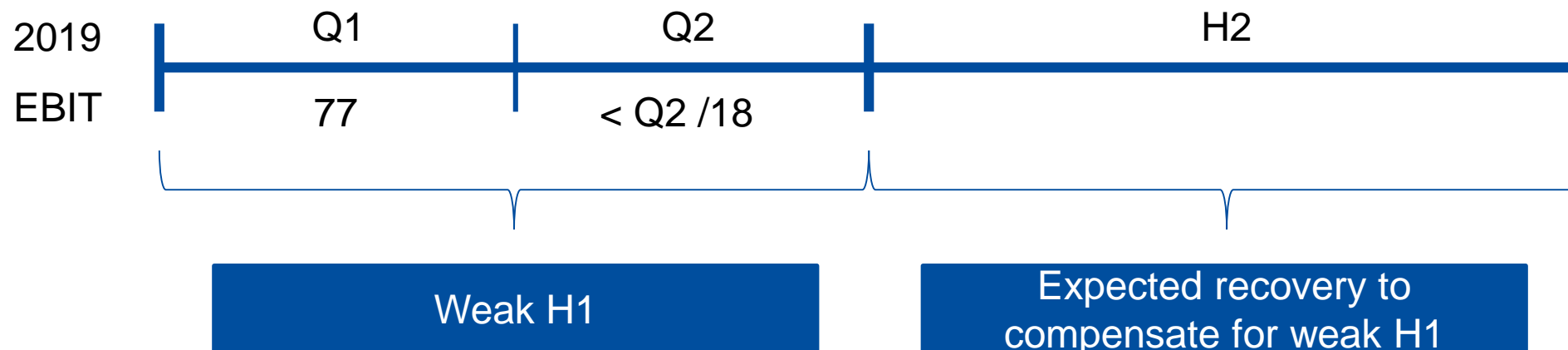
€mn	2015	2016	2017	2018	2019
Sales	2,079	2,267	2,473	2,567	↑
EBIT	342	371	373	383	↓
CAPEX	50	93	105	121	↑
Capex in % of sales	2.4 %	4.1 %	4.2 %	4.7 %	
D&A (w/o PPA)	34	37	42	47	↑
D&A (w/o PPA) in % of sales	1.6 %	1.6 %	1.7 %	1.8 %	
R&D	39	44	47	52	↑
R&D in % of sales	1.9 %	1.9 %	1.9 %	2.0 %	
Personell expenses	259	279	290	302	↑
Average number of employees	4,368	4,990	5,147	5,339	↑

Outlook 2019



FY 2018:

Sales: 2,567
EBIT: 383



FY 2019 Guidance:

Sales: +2% to +4%
2,618 - 2,670

EBIT: -8% to -5%
352 - 364